

Discussion paper of « Examining the impact of knowledge elements on the achievement of project benefits in project oriented organization » .

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- The paper titled by of « Examining the impact of knowledge elements on the achievement of project benefits in project oriented organization » .
- This paper talks about the importance of success inside organization.
- The title shows tow main variables:

1. **knowledge management elements.**
2. **Project benefits.**

The relation ship between them is: A positive impact, whis means that knowledge management influences project success.

- The paper was written by **Nevena Mihajlovic** a university researcher specialized in project and innovation management, and **Marina Apostolovska** a researcher interested in organization and project management. They are not knowledge management specialists, but they study it as an importance part of project management.
- This paper focuses on 3 main elements of knowledge management:
 1. **Knowledge management tools;** such as data bases, email, and digital technologies.
 2. **Knowledge storage;** wich means saving experiences and documents.
 3. **Knowledge transfer;** or sharing among employees to improve team work and decision making.
- In the lesson we studied knowledge management elements at the strategic level such as people, process, technology and strategy. How ever this paper focused on the practical level inside projects, so it used more operational elements like knowledge tools, storage, and transfer.

- These elements were chosen because they represent the basic knowledge cycle using knowledge storing it and sharing it. They are also easy to measure and directly related to project work.
- The paper did not present detailed practical case studies of specific companies, but it explained in a general way how knowledge management elements are used inside projects. Knowledge management tools such as data bases and digital communication systems were described as methods for organizing and accessing information. Knowledge storage was presented as saving documents and experiences to avoid knowledge loss after project completion. Knowledge sharing was discussed as interaction between employees but the study revealed that, this element was weak due to lack of trust, fear of job insecurity.
- The study found that knowledge management tools and knowledge storage have positive effect on project success. However; knowledge sharing was weak due to lack of trust, fear of losing job security and lack of time.
- If knowledge management elements are not applied organizations may lose experience, repeat mistakes and achieve lower project performance .

Case study

Introduction

Toyota is one of the world's leading automotive companies and a global benchmark in knowledge management. The company has successfully integrated knowledge into its daily operations, making it a key driver of innovation and performance. Toyota's success is based on combining four essential elements: People, Processes, Technology, and Culture.

People:

Toyota considers employees as the primary source of knowledge and innovation. It uses Quality Circles, where workers collaborate to solve problems and share ideas. The company also ensures knowledge transfer by training new employees alongside experienced workers.

Processes:

Toyota applies the Kaizen (continuous improvement) methodology across all operations. Every process is standardized and documented to ensure consistency and knowledge transfer

3Technology :

Toyota uses advanced information systems such as the Toyota Network System (TNS) to connect suppliers, factories, and dealers, enabling real-time knowledge sharing

Culture :

Toyota's culture is based on continuous improvement and total participation. Through the Creative Idea Suggestion System, employees are encouraged to contribute ideas that enhance performance and innovation.

Result :

Improved product quality

- Reduced defects and waste
- Increased productivity
- Strong innovation culture

Conclusion:

Toyota's success in knowledge management comes from the integration of people, processes, technology, and culture. This balanced approach allows the company to continuously improve, innovate, and maintain its global leadership.